



DEPARTMENT OF THE ARMY
U.S. ARMY ORDNANCE MISSILE AND MUNITIONS CENTER AND SCHOOL
REDSTONE ARSENAL, ALABAMA 35897-6000

REPLY TO
ATTENTION OF

ATSK-CMT (600)

JUL 18 2001

MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: Policy Letter 01-06, Consideration of Others (CO2) Program

1. Purpose. To prescribe guidance and define specific policies and procedures related to the CO2 Program.

2. Applicability. To all personnel and organization elements assigned or attached to the US Army Ordnance Missile and Munitions Center and School (OMMCS)/59th Ordnance Brigade. The following applies:

a. The CO2 is a Commander's program. As an Army-wide program, built on the foundation of treating all people with dignity and respect, it includes the efforts and expertise of EO representatives, chaplains, and other leaders; but it is a commander's program. Leaders are provided an opportunity to impart their knowledge of Army values and encourage soldiers to learn and adopt these values as their own using the CO2 program. CO2 is defined as "Those actions that indicate a sensitivity to, and regard for, the feelings and needs of others and an awareness of the impact of one's own behavior on them; being supportive of and fair with others." The CO2 program is designed to foster a climate of mutual respect and trust between all members of the group.

b. A CO2 session will be small group based consisting of 13-20 personnel. The forum will be small group discussion led by a facilitator for a minimum of two hours each quarter. All assigned military and civilian personnel will participate. Unit integrity should be maintained to the extent possible while combining military and civilian counterparts. Military customs and courtesy are constant; however, all members of the group are encouraged to express their feelings toward the topic at hand. Topics of discussion should be current organizational issues and concerns expressed by the group.

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c. The successful execution and effectiveness of the CO2 program will rest with a properly trained group facilitator. The facilitator plays a large part in determining the spirit of the small group. Facilitators must encourage discussions, allow subject matter experts to contribute to the fullest extent without dominating the group, keep group discussions ongoing, and be aware of time allotted by the commander. Commanders will ensure that small group facilitators have the necessary training (completion of the Small Group Instructor Training Course) in order to maximize the desired training outcome.

3. Commanders at every level are responsible to monitor and participate in the CO2 program. Command presence is important and commander ownership is essential. Developing a cohesive team requires commanders and department directors to plan the time to ensure that formal and effective programs are in place. The CO2 program is based on the commander's analysis of a unit's needs. The commanders or department directors will approve the selection of topics.


DAVID A. HAFELE
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Commandant

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